could not make Dover or Harwich untenable for our fleets. He denied that we had an overwhelming preponderance, except in battleships, and further stated that even if the Germans held an overwhelming preponderance, they could not render either Harwich or Dover untenable. Harwich was defended by navigational conditions, in which respect it resembled Zeebrugge and Ostend. Dover could be bombarded, but our ships could come back as soon as the bombardment was over. You could not render a harbour so unpleasant that ships could not use it. Our Grand Fleet could not go nearer to Zeebrugge than 18,000 yards range ; and if monitors, which were unarmed, closed to that range, they would be sunk.

His disbelief in offensive power of our Fleet

This was Jellicoe's view, alike of the possibility of offensive action by the Navy, and of the resource and ability of the younger naval officers. Captain —now Admiral Sir Herbert—Richmond, to whom reference was made, was one of the able young men whom I found helpful in this emergency.

I passed on to the First Lord of the Admiralty the information I derived from these young officers. But he found it impossible to overcome the solid and stolid resistance of his Board of Admirals. I decided, therefore, to put someone in charge who was accustomed to force his will on his subordinates.

When my Administration was formed I was

con-
vinced that Sir Edward Carson's great gifts would be better employed by giving him a seat *Carson in* on the War Cabinet. I had designated *p!aT* Lord Milner for the Admiralty. In that choice I was overridden by the personal prejudices of the majority of the Conservative